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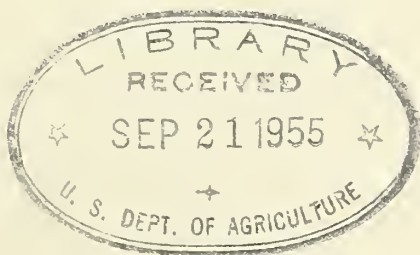
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ORGANIZATION AND METHODS CONFERENCE

USDA

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CHRONICLE OF ACTIVITIES,
1941 - 1955



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How It Began

On December 2, 1941, about seventy-five employees of the Department of Agriculture whose work involved matters of organization, procedures, and management methods met together at a thirty-cent luncheon for discussion of problem areas in management analysis. The meeting had been called by Dr. Charles McKinley, Executive Secretary to the Department's Administrative Council. Joseph A. Piacitelli of the Rural Electrification Administration addressed the group.^{1/} This gathering constituted the first meeting of the "Organization and Methods Conference" which has continued to provide in U.S.D.A. an unofficial forum for discussion of timely subjects related to management of the Department and its agencies.

In the intervening years the conference has broadened its base to include generally administrative officials of the Department and its agencies located in Washington. Seventy-seven sessions of the conference have been held,^{2/} some of them luncheon meetings (currently priced at eighty-five cents) and some of them lectures presented in the Department's auditorium. Attendance at the luncheons usually varies from seventy-five to one hundred people, while meetings in the auditorium have attracted as many as five hundred.

The suggestion that such a group be formed for discussion of management principles, policies, practices, etc., is attributed to Stuart H. VanDyke,^{3/} of the Rural Electrification Administration. However, establishment of the Conference may be credited to Dr. Charles McKinley, who arranged for the first meeting and gave it initially the sponsorship of the Department's Administrative Council.^{4/} This latter organization had been established by the Secretary of Agriculture in February, 1940^{5/} to consider matters of joint concern to directors of the Department's several staff offices (budget and finance, information, personnel, etc.). It met periodically under the chairmanship of an Assistant to the Secretary (Paul Appleby originally). Dr. McKinley, as Executive Secretary to the Council, was favorably situated to lend his leadership to the formation of the O&M Conference and astute, also, in enlisting the interest of William A. Jump, then Director of Finance.

In a memorandum to Mr. Jump,^{6/} Dr. McKinley explained his purpose in sponsoring the luncheon meetings. Excerpts follow:

"...I have assumed that one of the major purposes of the Administrative Council is to encourage the inter-communication of useful work directed toward the improvement of procedures, structures, and other aspects of the administrative process. It is clear that the Department is so large as to require special devices to reveal what is actually going on in this type of work. Without them the utility of a great deal of work which has significance beyond the confines of its actual location will be partly wasted. Improvements in procedures or structure or management policies perfected in one unit will ordinarily suggest to some other agency comparable improvements which it might make. It is not necessary that a new design in structure or procedure be totally applicable to another situation

in order for it to be of very significant value to other agencies. From the standpoint of the Department's administrative well-being therefore, any promising devices should be encouraged which will increase the inter-communication along these lines within the Department.

"The proposal for the organization of an informal luncheon group made up of workers in this craft throughout the Department seems one of perhaps a number of fruitful ways in which this objective may be reached. I have therefore welcomed the opportunity to use my office to promote the initial meeting of this group and will be glad to continue to function in whatever helpful way I can to further its continued activity...

"With regard to the membership in this group, I have the feeling that it should be confined to those persons who are engaged primarily in organization, procedure and management analysis work. Should the definition be so broad as to admit all persons who are doing some work in these fields it would obviously take in nearly every member of the administrative hierarchy in nearly all the bureaus and offices, and that would defeat the purpose for this particular group as it has been conceived by those who have promoted it. Nevertheless the definition should not be so narrow as to exclude persons who are spending most of their time on this kind of work but who do not carry a title to indicate that fact. It may well be that as time goes on other organizations will become feasible and desirable at higher levels in the Department, but this organization should not be confused with them and should be encouraged to go ahead on such lines as its members may desire. Not the least of the purposes of such a group should be to encourage friendly acquaintance with the practitioners of the same craft throughout the Department. There will be many valuable by-products of such fellowship."

Mr. Jump attended the initial meeting and was there authorized to designate an executive committee which would "plan further programs for the meetings ..., consider what functions and activities of the group should be, and attend to such other matters of business as the committee may think necessary."7/ This was done by December 15, 1941, with the following persons designated to serve until December 15, 1942:

Lowell B. Collins, Farm Credit Administration, Chairman
Richard F. Cook, Federal Crop Insurance Corporation
Harry I. Dunkleberger, Office of Personnel
Peter Keplinger, Forest Service
Stuart H. VanDyke, Rural Electrification Administration

By way of encouragement to those inclined to start new organizations, it may be well to observe some of the early difficulties encountered by the O&M Conference. Its first Chairman, Mr. Collins, resigned after a period of two months and was succeeded by Mr. Cook, who in turn resigned after about four months in office. Mr. VanDyke thereafter held the chairmanship until September, 1943. Vacancies on the first Executive Committee were filled by appointment of Harold A. Stone, of the Office of Budget and

Finance, and Henry G. Herrell, of the Soil Conservation Service. Committee replacements continued to be made by the Executive Secretary to the Administrative Council until June, 1944. In May of that year the membership elected its Executive Committee upon recommendation of a nominating committee and the term of office became the Federal fiscal year - July 1 to June 30. This procedure has been followed since that time. From the beginning of the Conference there was informal liaison with the Department's Administrative Council, in that John Thurston, assistant to Dr. McKinley, became secretary to the O&M Conference Executive Committee and served in that capacity until December, 1954. During a span of fourteen years during which 59 persons served on the Executive Committee, Mr. Thurston contributed effectively to the continuity and sustained development of the Conference.

Organization

At the initial session of the first Executive Committee on January 10, 1942, it was decided that two types of meetings would be sponsored in alternate months - one series of meetings was planned for "craftsmen" in the field of organization and management, the other was intended for administrative officials generally. Agencies were asked to designate representatives to attend the specialized meetings in a memorandum of January 31, 1942, quoted in part below:

"The purpose of the Organization and Procedure Conference is to promote the exchange of information among the agencies of the Department with respect to improvements in organization, procedures, and other aspects of administrative management. In this way persons engaged in this type of work can learn of what is being done throughout the Department and can exchange ideas and suggestions. The value of something of this kind was demonstrated at the first meeting of the Executive Committee, at which it was found that several of the Bureaus represented are making studies of ways of meeting a possible paper shortage during the war.

"The Committee feels that one of the most fruitful undertakings it could launch at the present time would be a discussion group composed of one person designated by the head of each agency concerned. This group would be small enough to permit profitable discussion of projects and methods. It might meet once a month. We think that it could make a valuable contribution to the improvement of administrative efficiency during the war.

"We therefore wish to ask you to designate someone from your organization to participate in meetings of the discussion group. In order to insure general similarity of interests among the group, we are presuming so far as to suggest that in most instances the heads of organization and procedure divisions or sections, where such exist, or officials of similar rank who are concerned with general administrative processes, might be named.

"It should be made clear that this group, as well as the Conference, will be an informal and unofficial organization existing only for the interchange of information."

The name "Organization and Procedure Conference" was adopted by the Executive Committee at its meeting of January 15, 1942, in preference to the term "Administrative Management Conference" which appears in some of the early correspondence. In December, 1947, the title was changed to "Organization and Methods Conference."

Meetings planned for specialists, rather than administrative generalists, began with a session on March 4, 1942, devoted to discussion of "Economy in the Use of Paper." The group, consisting of a designated representative from each agency of the Department, agreed on the following organization:^{8/}

"Executive Committee to plan programs for meetings and to attend to other matters of business.

"Discussion Group to promote and facilitate the exchange of ideas and suggestions among the agencies of the Department with respect to improvements in organization, procedures, and other aspects of administrative management.

"This group is composed of one representative from each of the agencies within the Department, and it is proposed that meetings be held once each month.

"Conference - A general meeting to be attended by all persons within the Department interested in the study of organization and procedures and the development and installation of better management methods.

"It is proposed that speakers will be invited to outline phases of this work which would be pertinent and applicable to the work being done by the Department, and that these meetings be held once every two months.

"The Conference and the Discussion Group are informal and unofficial organizations existing only for the interchange of information."

The Discussion Group met also on April 14, 1942, and voted unanimously to adopt a suggestion put forward by Harold A. Stone, of the Office of Budget and Finance,^{9/} as follows:

"Frequently the members of the Division of Fiscal Management need to know the projects that have been completed by administrative management and planning units in the Department so that our work will not duplicate what has already been done, and so that we can take advantage of information heretofore gathered. It is our experience that collecting such information by telephone and personal contacts is rather time consuming. It is my belief that not only our Division but others in the Department might be able to save time if there were in existence a list of projects which had been completed within the last two or three years, and also a list of active assignments."

Agencies subsequently provided information on 235 administrative management studies completed or in progress which were considered appropriate

for inclusion in a Departmental reference file. This step documented in the U.S.D.A. management improvement efforts, or the lack of them, fully seven years before the Budget Bureau on August 1, 1949, requested Federal agencies "to submit...a statement of current and proposed activities aimed at appraising and improving the effectiveness, efficiency, and economy of operations."¹⁰

The Discussion Group in other meetings held on April 8 and July 10, 1942, gave consideration to "Employee Suggestion Systems" and to "Operation of the Procedure Division in the Federal Crop Insurance Corporation." In all meetings of this group, discussion took place in conference rooms as distinguished from the luncheon gathering first held.

Developmental Stages

Turnover in the membership of the Executive Committee in the fall of 1942 was accompanied by a more active effort to extend the influence of the organization among administrative officials of the Department through the larger Conference meetings. Functions originally planned for the Discussion Group thereafter were absorbed by the Executive Committee. An abortive effort was made early in 1943 to substitute for the Discussion Group periodic special meetings to be called by the Administrative Council when inter-agency consultation on specific problems might be helpful. Experience of the Discussion Group had been that the designated members were sometimes not all interested in the topics discussed. The suggestion for inter-agency consultation upon call of the Administrative Council included the proposal that each agency decide, in the light of the subject to be considered, who would attend the particular meeting. This would have established a more flexible type of forum for interchange of ideas, but for lack of concrete objectives the plan did not mature.

The Conference meetings for generalized attendance began on March 24, 1942, when Henry H. Farquhar of the Forest Service addressed a gathering in the Department Auditorium on "A Technique for Enlisting Employee Cooperation in the Improvement of Administration." Meetings in the Auditorium continued at irregular intervals until 1947 when the Conference became a luncheon group.¹¹ Monthly meetings are usually held, except during the summer. Duplicated notices are sent to agencies of the Department, which in turn route the announcements of meetings to persons likely to be interested in the subject matter.

In retrospect, a number of observations may be made about the Conference sessions. To afford better contrast, points of evaluation are presented in parallel columns.

Auditorium Meetings

Luncheon Meetings

Attendance

Varied from 50 to over 500 depending on eminence of speakers as a primary factor.

Generally 75 - 100, being limited by space available.

Type of Program

Lecture or address usually by persons well-known in the Department, with a period of discussion based on audience participation.

Flexible arrangements permit use of guest speakers, panels, "buzz sessions", etc. Informal, get-acquainted atmosphere. More active audience participation in discussion or questioning of speakers. Sub-committees appointed for study-projects.

Subject-Matter

Usually rather general; adapted for large and varied audience.

Usually quite specific; adapted for those interested in the topic.

Benefits

The "mass approach"; probably effective as a stimulus to management thinking among many groups not otherwise reached.

Selective approach; probably effective in more intensive cultivation of management techniques and awareness of problems among informed groups.

Residual Results

Addresses duplicated for general distribution in U.S.D.A.

Speeches and panel discussions duplicated for limited distribution; sub-committees developed special topics for issuance as Departmental management publications; "hand-out" material often prepared for distribution at luncheon.

Examples of the speakers and topics selected for the auditorium series include:

Speaker

Topic

Harlow S. Person
Herbert Emmerich
John J. Corson
Paul H. Appleby
R. R. Zimmerman
Donald C. Stone

"Principles of Management"
"The Human Factor in Wartime Administration"
"Principles and Tests of Good Management"
"Organizing Around the Head of a Department"
"More Teamwork in Management"
"Why Are Government Officials Like That"

Luncheon meetings have been devoted to agenda of the following types:

Speaker

Topic

Panel

"Forms Control in the Scheme of Administrative Management"

| <u>Speaker</u> | <u>Topic</u> (cont'd) |
|----------------|-----------------------|
|----------------|-----------------------|

| | |
|------------------|--|
| Lyle F. Watts | "How To Get and Keep an Able Staff" |
| Bert Strauss | "Group Participation Demonstration" |
| Panel | "Problems and Criteria in Reorganization" |
| Ralph S. Roberts | "The Role of the Administrative Assistant Secretary" |
| Don Paarlberg | "The Process of Policy Development" |

An analytical review of the 77 meetings held (through December 1954) provides the following data:

| <u>Classification of Speakers</u> | <u>Auditorium</u> (20 meetings) | <u>Luncheons</u> (57 meetings) |
|-----------------------------------|------------------------------------|-----------------------------------|
| U.S.D.A. officials | 13 | 71 |
| Other Federal officials | 6 | 21 |
| Foreign government officials | 2 | 2 |
| Non-government | 1 | 7 |

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Subject-Matter

| | | |
|------------------------|----|----|
| General Management | 7 | 18 |
| U.S.D.A. Problems | 10 | 18 |
| Other Federal Problems | 1 | 6 |
| Techniques of O&M Work | 2 | 15 |

New Direction Proposed

The transition from auditorium meetings to luncheon meetings was inspired by a desire to emphasize technical aspects of O&M work. In September, 1947, W. A. Minor, Chairman of the Administrative Council, addressed the Executive Committee as follows:

"It has been proposed that the Conference, which has been in existence since December, 1941, change its emphasis somewhat during this coming year and give principal attention to interchange of experience and ideas with respect to techniques of organization and methods work among those who are directly engaged in such work. This would mean a somewhat smaller group, composed primarily of organization and methods technicians, although I believe it would be desirable to invite each agency not having such technicians to send a representative to the meetings. I think it would be a good plan to try this approach this year, in view of the budgetary situation, as a means of giving agencies of the Department as much assistance as we can in reducing costs and making appropriations go as far as possible.

"One matter which I should like to ask the Conference to undertake is the preparation of some down-to-earth practical pamphlets on organization and methods work which could be used by administrative officials of the Department. One of these might deal with those techniques for making organization

and methods surveys which have been found to be most workable and profitable and the results which may be expected from their use. Another might deal with principles of organizing an agency, directing its operations, and establishing procedures, again from the practical point of view of what has been found to work best. These pamphlets, and perhaps others, could be very useful to Department officials, particularly those whose background has been mainly in research rather than administration..."

The program year that followed was particularly notable. In successive months nine representatives from the Division of Administrative Management in the Bureau of the Budget lectured on topics such as "How to Make an O&M Survey", "Work Measurement", "Controlling the Flow of Work", etc. Guidance material was distributed in connection with the discussion of each subject.

In the next year 1948-1949 a different approach was suggested by the Chairman of the Executive Committee, I. Thomas McKillop. Excerpts that follow are quoted from his proposals to the Executive Committee.^{12/}

"If our program is to be accepted as valuable by Department executives, it must be based upon the problems and needs of these particular people. It is a waste of time to approach an operating executive with a group of what would seem to him at first glance irrelevant principles of management. It is therefore suggested that the first part of our work would be the discovery and definition of the particular problems of concern to the various levels of management..."

"When we know of the problems which concern Department executives, it is necessary to develop recommended approaches to the solution of these problems. The first and greatest resource for such suggestions is the experience gained by operating people in the Department. Through years of practical operating experience many of our administrative people have learned what to do and what to avoid in solving management problems. The second resource for suggestions of improved practice is cooperatively conducted experiments in management methods by various people throughout the Department. A third and very extensive resource is the experience gained by management in general. The accumulation and evaluation of experience pertinent to problems presented by the survey group is therefore our second important activity."

"After the problems have been identified and recommended solutions accumulated from the experience of the group, there remains the important task of 'selling'. Unless this phase is accomplished with some skill all of the previous work will be useless."

In accordance with these plans USDA top-flight officials participated in a panel discussion on "What are the important administrative problems of the Department and its agencies as seen by top management?" Field officials were interviewed, also, and their observations captured in sound recordings for presentation at another meeting. The same general objective was carried over to the 1949-1950 program year, when four panels of Department and agency officials cited experiences and proposed possible solutions for major problems selected as significant in U.S.D.A. operations.

In the following year "manpower and management" was the general theme for the luncheon meetings, while the program for 1951-1952 was consciously arranged to provide "balance" -- i.e., discussion of current developments along with management principles applicable. An interesting experiment was undertaken in 1952-1953 when the "buzz session" technique was used to obtain from the luncheon group a listing of subjects deemed appropriate for discussion at subsequent meetings. The five subjects below were most popular among fifteen items proposed.

1. How to get management staff and program administrators thinking along the same lines.
2. How can we best integrate all management specialties.
3. How to secure adoption and uniform application and interpretation of agency policy.
4. Relationships of internal audit to O&M work.
5. Methods of developing personnel inventory for executive talent.

Indicative of the variety of means adopted to stimulate interest, from year-to-year, was the action taken in 1953-1954 when "The Development and Implementation of Department Programs" became the dominant theme in scheduling topics for discussion. Incident to the reorganization of the Department in November, 1953, a sub-committee prepared on behalf of the O&M Conference a recommendation concerning the functions and place of O&M work in the Department. The submission was made to the Administrative Assistant Secretary, who acknowledged the suggestions of the Conference with this comment: 13/

"...The efforts of the Conference over several years have contributed immeasurably to a consciousness of the importance of better organization and management techniques if we are going to most effectively discharge our responsibility as public servants. The report of your Executive Committee represents additional evidence of the interest staff members in the Department of Agriculture have in this matter. Your suggestions and recommendations will surely be given careful consideration in any future actions affecting O&M work at either the Departmental or Service level."

Current Status

The current status of the O&M Conference in the U.S.D.A. may be described as unique. It exists as an independent, informal organization without dues, official sponsorship or a membership list. The Administrative Council that gave it initial impetus ceased to function in 1949. 14/ Its membership can scarcely be identified, since it may attract to the luncheon meetings from month-to-month markedly different groups interested in the particular subject scheduled for discussion. A nuclear membership, sufficient for continuity and stability of purpose, is comprised of people engaged in management activities such as administrative services, procedures writing, personnel work, organization and methods examination, and general administration. Associated with this group in support of Conference activities are officials who frequently attend the luncheons and who may serve on sub-committees or appear as speakers.

Internal organization of the Conference has changed little through the years. Since 1944 nominating committees have presented annually to the membership a "slate" of candidates for the Executive Committee.^{15/} These persons, or others nominated in open meeting, are elected at the final luncheon of the program year. At present eleven persons compose the Executive Committee, one being the Chairman of the preceding year who holds an ex-officio position. Of the remaining ten, five replacements are elected each year. On the committee are representatives of the three administrative staff offices (budget and finance, personnel, and plant and operations) and seven operating agencies. In recent years the Chairmanship has been recommended by the nominating committee;^{16/} actually, the Executive Committee elects a vice-chairman who succeeds to the chairmanship upon nomination and election.

In summary, the O&M Conference has apparently met a need in U.S.D.A. for discussion of management matters, outside the framework of the Department's staff and line organizations. Flexibility and adaptability have been characteristic of the organization in responding to the interests of its membership from year to year.

Appendices attached to this report list speakers and topics presented at meetings of the O&M Conference (Appendix A) and persons who have served on the Executive Committee (Appendix B).

(This history of O&M Conference activities was prepared by J. P. Loftus at the direction of the Executive Committee and accepted for publication in January, 1955.)

Footnotes:

- 1/ Announcement of November 25, 1941.
- 2/ From December 2, 1941, to December 31, 1954.
- 3/ As recalled by John Thurston and Harold A. Stone.
- 4/ Memorandum of November 29, 1941, from Charles McKinley to William A. Jump.
- 5/ Secretary's Memorandum No. 852, dated February 12, 1940.
- 6/ Memorandum identified in 4/ above.
- 7/ Memorandum of December 15, 1941 from Mr. Jump to members selected for the Executive Committee.
- 8/ Memorandum of March 5, 1942, from John Thurston to Frank L. Walston and others.
- 9/ Memorandum of February 4, 1942 from Harold A. Stone to John Thurston; also, memorandum of April 9, 1942, from Executive Committee to Walston and others.
- 10/ Budget Bureau Bulletin No. 50-2.
- 11/ Minutes of Executive Committee, September 26, 1947.
- 12/ Memorandum of November 1, 1948, from I. Thomas McKillop to Executive Committee.
- 13/ Memorandum of February 24, 1954 to Mark M. Kirkham, Chairman, O&M Conference.
- 14/ Secretary's Memorandum No. 1234, of October 11, 1949.
- 15/ Minutes of Executive Committee, September 28, 1943.
- 16/ Nominating Committee report of May 5, 1953, from John L. Cotting.

List of Speakers
at
Meetings of Organization and Methods Conference
1941 - 1954

| <u>Date</u> | <u>Speaker</u> | <u>Topic</u> |
|-------------|---|--|
| 12/2/41 | Joseph A. Piacitelli, Rural Electrification Administration | Problem Areas in Management Analysis |
| 3/24/42 | Henry H. Farquhar, Forest Service | A Technique for Enlisting Employee Cooperation in the Improvement of Administration |
| 6/2/42 | Oliver G. Brain, Farm Security Administration | Administrative Levels |
| 10/23/42 | Ralph W. Olmstead, Agricultural Marketing Administration | Problems and Pressures in Establishing Regional Organization |
| 3/4/43 | Samuel L. Holston, Duplicating and Photographic Services | Modern Management Practices in the Department's Photographic and Duplicating Service |
| 5/7/43 | George S. Mitchell, Farm Security Administration | Improvement of Organization and Procedures in Farm Security Administration |
| 12/13/43 | Ralph R. Shaw, Library | Consolidation of Library Facilities |
| 4/11/44 | Harlow S. Person, Rural Electrification Administration | Principles of Management |
| 5/17/44 | C. M. Granger, Forest Service Dan Braum, Office of Personnel | Cutting Costs on the Emergency Rubber Project |
| 10/10/44 | Major General C. F. Robinson, Army Service Forces | Management Control in the Army Service Forces |
| 1/31/45 | Herbert Emmerich, Public Administration Clearing House | The Human Factor in Wartime Administration |
| 3/13/45 | John Corson, Bureau of Finance and Administration, UNRRA | Principles and Tests of Good Management |
| 4/27/45 | P. V. Cardon, Agricultural Research Administration | Coordination of Agricultural Research |
| 6/22/45 | W. A. Jump, Budget and Finance | Administrative Objectives of the Department |

| <u>Date</u> | <u>Speaker</u> | <u>Topic</u> |
|-------------|--|--|
| 1/31/46 | Clinton P. Anderson, Secretary of Agriculture | The Department's Responsibility for Good Management |
| 3/6/46 | Paul H. Appleby, Assistant Director, Bureau of the Budget | Organizing Around the Head of a Department |
| 4/23/46 | Roger Stevens, Secretary, British Civil Secretariat, and F. G. Lee, Deputy Head, U. K. Treasury Delegation | Methods of Achieving Coordination of Policies and Operations in the British Government |
| 6/5/46 | R. R. Zimmerman, Administrative Assistant to the President | More Teamwork in Management |
| 12/7/46 | William J. Neal, Deputy Administrator, Rural Electrification Administration | Management Controls in REA |
| 4/16/47 | Howard K. Hyde, Former Assistant Deputy Administrator for Recruitment and Manning, U. S. Maritime Commission | Management Factors in the Administration of a "Bureaucracy" - Public or Private |
| 5/22/47 | Donald C. Stone, Assistant Director in charge of Administrative Management, Bureau of the Budget | Why Are Government Officials Like That? |
| 10/6/47 | Harry Fite, Assistant Chief, Branch of Management Improvement, Budget Bureau | Budget Bureau Organization and Methods Conference Series |
| 11/13/47 | William A. Gill, Division of Administrative Management, Bureau of the Budget | How to Make an Organization and Methods Survey |
| 12/11/47 | William R. Divine, Division of Administrative Management, Budget Bureau | Methods of Organizing Work |
| 1/8/48 | George G. Mullins, Division of Administrative Management, Budget Bureau | Controlling the Flow of Work |
| 2/12/48 | Wilford S. Williams, Division of Administrative Management, Budget Bureau | Work Measurement |

| <u>Date</u> | <u>Speaker</u> | <u>Topic</u> |
|-------------|---|---|
| 3/11/48 | Harvey Sherman, Division of Administrative Management, Budget Bureau | Statistical Quality Control |
| 4/8/48 | Spencer Platt, Division of Administrative Management, Budget Bureau | Human Factors in Management |
| 5/13/48 | Wilford S. Williams, Division of Administrative Management, Budget Bureau | Administrative Audits and Inspections |
| 6/7/48 | Ralph J. Burton, Division of Administrative Management, Budget Bureau | Principles of Organization |
| 10/14/48 | Panel: Harold A. Stone, B&F, George Vanderwende, B/B, K. A. Butler, BAI, C. E. Offutt, FMA, J. P. Richey, B&F | Forms Control in the Scheme of Administrative Management |
| 12/16/48 | Panel: Under Secretary Loveland, P. V. Cardon, ARA, Lyle F. Watts, FS, Claude R. Wickard, REA | What are the Important Administrative Problems of the Department and its Agencies, as seen by Top Management? |
| 1/13/49 | Panel: H. A. Stone, B&F, N. R. Bear, Personnel, J. C. Cooper, B&F, James Scammahorn, B&F | A Discussion of Standards for Common Administrative Services |
| 2/10/49 | Panel: Dr. Wells, Eastern Regional Research Laboratory, Ballou, Head of FMA San Francisco office | Recording of Interviews with Three Field Men on Administrative Problems of the Man in the Field |
| 4/5/49 | Don K. Price, Associate Director, Public Administration Clearing House | The Hoover Commission's Report on General Management of the Executive Branch |
| 4/11/49 | Professor John D. Millett, Columbia University | The Hoover Commission's Recommendations on Departmental Management |
| 5/12/49 | Charles B. Stauffacher, Assistant Director in charge of Administrative Management, Budget Bureau | The Place of Organization and Methods Work in the Federal Government |
| 11/10/49 | Assistant Secretary Hutchinson | Management Improvement |

| <u>Date</u> | <u>Speaker</u> | <u>Topic</u> |
|-------------|---|---|
| 12/8/49 | Panel: W. A. Minor, Assistant to the Secretary, I. W. Duggan, Governor, FCA, J. C. Dykes, Assistant Chief, SCS, C. M. Granger, Assistant Chief, FS, C. R. Wickard, Administrator, REA | How to get the Staff of an Organization to Understand its Purposes and Objectives--What the Organization is Trying to do and why, and how each Employee's Job Fits Into the Whole |
| 1/18/50 | Panel: Assistant Secretary Hutchinson, Gus F. Geissler, Manager, FCIC, G. E. Hilbert, Chief, AIC, E. W. Loveridge, Assistant Chief, FS, T. Roy Reid, Director of Personnel | How to Lessen the Burden Which Administrative Requirements, Regulations, Reports, Procedures, etc., put on Program Operations |
| 2/9/50 | Panel: Under Secretary Loveland, P. V. Cardon, Administrator, ARA, Lyle F. Watts, Chief, FS | How to Achieve Coordination and Integration of Programs and Operations |
| 3/20/50 | Herbert Emmerich, Director, Public Administration Clearing House and member of the President's Advisory Committee on Management Improvement | The President's Management Improvement Program and Its Relation to the Department of Agriculture |
| 3/29/50 | Dr. Lillian M. Gilbreth | The Challenge to Management Today |
| 5/11/50 | Panel: O. V. Wells, Chief, BAE, W. C. Wise, Assistant Administrator, REA, R. W. Herder, Assistant Administrator, FMA | How to Plan, Schedule, and Control Operations, and How to Find Out What Progress is Being Made in Carrying out Programs as Planned |
| 10/12/50 | Robert C. Goodwin, Director, Bureau of Employment Security, Department of Labor | Manpower Distribution and Controls in the Defense Program |
| 11/9/50 | Lyle F. Watts, Chief, Forest Service | How To Get and Keep an Able Staff |
| 12/14/50 | Panel: G. E. Hilbert, Chief, AIC, George W. Haggard, Deputy Administrator, REA, A. B. Powell, Area Finance Manager, FHA, Montgomery, Alabama | How to Encourage People to Keep Alert to the Possibility of Improving Ways of Doing Things, and How to Overcome Resistance to New Ideas and Methods |

| <u>Date</u> | <u>Speaker</u> | <u>Topic</u> |
|-------------|--|---|
| 1/11/51 | William R. Divine, Chief, Agency Management Group, Budget Bureau | Report on the Management of Federal Field Services |
| 3/8/51 | James M. Mitchell, Civil Service Commissioner | Manpower Problems of the Federal Government |
| 4/12/51 | Panel: C. J. McCormick, Under Secretary, Wesley McCune, Executive Assistant to the Secretary, Gus F. Geissler, Administrator, FMA, R. C. Smith, BAE | Getting Local Consideration of the Family Farm Policy Review |
| 6/14/51 | Panel: G. E. Hilbert, Chief, AIC, E. W. Loveridge, Assistant Chief, FS, Dr. Harlow S. Person, REA | The Essentials of Good Management |
| 11/8/51 | Panel: Under Secretary McCormick, Mr. Picard, FHA, Mr. Gaston, SCS, Mr. Hill, FMA | Coordination of Conservation Acti- vities and Consolidation of State and county offices |
| 1/10/52 | Frank J. Hopkins, Assistant Chief, SCS | A Study of Factors That Influence Production |
| 2/13/52 | Earl W. Loveridge, Assistant Chief, Forest Service | Getting Employees to Understand the Objectives of the Management Improve- ment Program |
| 3/13/52 | Walter F. Frese, Chief, Ac- counting Systems Division, General Accounting Office | Management Aspects of the Joint Accounting Improvement Program |
| 4/10/52 | Panel: W. A. Minor, Secre- tary's Office, Henry Herrell, E&FQ, Mr. Collingwood, Library of Congress | Methods used to Review Objectives and Effectiveness of E&FQ Insect Control Programs and Problems of Federal-State Relations Involved |
| 5/9/52 | Vernon D. Northrop, Adminis- trative Assistant Secretary, Department of the Interior | Coordination of Natural Resources Programs in the Department of the Interior |
| 6/19/52 | Hon. W. E. Dunk, Chairman, Commonwealth Public Service Board, Australia | Discussion of the Work of the Board, which Reviews the Management, Organ- ization, and Procedures in the Government Departments |

| <u>Date</u> | <u>Speaker</u> | <u>Topic</u> |
|-------------|---|---|
| 10/1/52 | W. B. Brittain, Assistant to the Director, Science Service, Department of Agriculture, Dominion of Canada | General Administration in the Canadian Department of Agriculture and the Work of the Organization and Methods Specialists |
| 11/5/52 | Bert Strauss, Management Engineer, Department of the Army | Group Participation Demonstration |
| 12/3/52 | Dean Joe L. Jessup, Assistant Dean of the School of Government, George Washington University | How to Get Management Staff and Program Administrators and Supervisors to Think Along the Same Lines |
| 1/7/53 | Panel: Dr. Fred P. Frutchey, Extension Service, Dr. Andie Knutson, Public Health Service | Factors Involved in Changing Thinking and Attitudes |
| 2/4/53 | Guesto Hertz, Staff Assistant to the Senate Sub-Committee Studying Federal Manpower Policies in Various Agencies of Government | What Changes Are Needed in Management Practices and Relationships |
| 3/4/53 | John Corson, Management Consultant | Selling Top Management |
| 4/1/53 | Panel: Mark Kirkham, Assistant Chief, BDI, F. W. Babbel, Administrative Assistant to the Secretary, Dr. James A. Beal, E&PQ, S. R. Newell, BAE, Donald A. Williams, ACP | Relationships Between Management Staff and Operating Officials |
| 5/6/53 | Under Secretary True D. Morse | Organization of the Secretary's Office and its Relationships with the Agencies of the Department |
| 10/7/53 | Frederick W. Babbel, Administrative Assistant to the Secretary | Sound Management--A Key to Effective Public Relations |
| 11/4/53 | Panel: H. C. Smith, FHA, N. R. Bear, Personnel, R. T. Beall, REA, W. E. Bawcombe, Solicitor's Office, F. W. Babbel, Secretary's Office | Problems and Criteria in Reorganization |
| 12/2/53 | James C. Worthy, Assistant Secretary for Administration, Department of Commerce | The Importance of Organization and Management Methods in Government |

| <u>Date</u> | <u>Speaker</u> | <u>Topic</u> |
|-------------|---|---|
| 1/6/54 | Ralph S. Roberts, Administrative Assistant Secretary | The Role of the Administrative Assistant Secretary |
| 2/3/54 | Don Paarlberg, Assistant to the Secretary | The Process of Policy Development |
| 3/3/54 | Dr. Joseph L. Krieger, Technical Adviser on Officer Career and Control Development and Management Program for Department of the Air Force | Achieving Effective Coordination |
| 4/13/54 | Dr. G. E. Hilbert, Director, Utilization Research, ARS | What do Department Administrators Need to Know About Management and How Can This Need be Met? |
| 6/29/54 | James A. McConnell, Administrator, Commodity Stabilization Service | The Job of the Administrator—in Industry and Government |
| 10/6/54 | MacHenry Schafer, Director of Personnel | Building and Maintaining Morale in Government |
| 11/3/54 | Earl L. Butz, Assistant Secretary for Marketing and Foreign Agriculture | A Hoosier Looks At Government |
| 12/1/54 | Dr. Byron T. Shaw, Administrator, Agricultural Research Service | Management in the Field of Research |

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